July, 1918 EXTENSION CIRCULAR, No. 68

N. C. State College of Agriculture and Engineering
N. C. State Department of Agriculture
N. C. Agricultural Experiment Station, and
United States Department of Agriculture, cooperating

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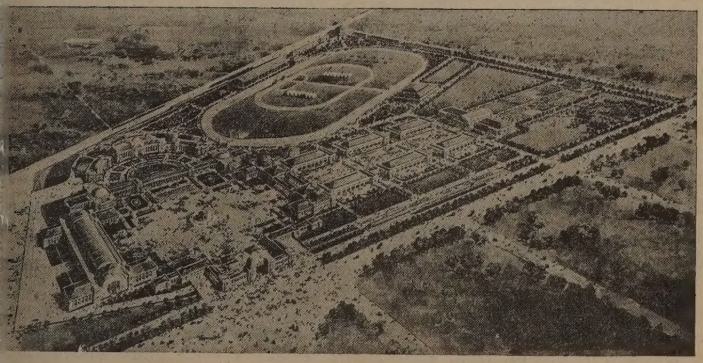
THE ORGANIZATION AND MANAGEMENT OF FAIRS



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RALEIGH AND WEST RALEIGH, NORTH CAROLINA

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CONTENTS

PA

Introduction
Some General Problems
Desirable Location
Size of Grounds
Arrangement of Grounds
Buildings
Public Comfort
Distinction Between Exhibits and Entries
Arrangement of Exhibits and Entries
Recording the Entries
Entry Tags
Judges and Judging
Use of Ribbons
Types of Premiums
The Fair Catalogue
Special Days
Advertising
Desirable Concessions
Placing Valuations on Premiums
How Fairs are Financed
Auditing the Books
The Organization of a Fair
Special Committees
Qualifications of the Secretary
Some Rules and Regulations

HE ORGANIZATION AND MANAGEMENT OF FAIRS*

S. G. Rubinow, Assistant to Director, and Chairman Fair Committee.

Introduction

order to be successful, fairs must be properly organized and very ently managed. This is applicable to all fairs, whether large or small. organization of a large state fair involves the careful and efficient lling of a great many details. In a proportionate way, the direction of ty and community fairs means attending thoroughly and in an organized ner to a great many factors, upon which the success of a fair depends. ıty fairs are miniature state fairs and community fairs are miniature ty fairs.

irs deal with many people and with many different types of people. s, therefore, must be business-like institutions, organized and managed in siness-like way. Many of the problems which arise out of the manage- and direction of fairs are very similar to the problems which fair secre- s and the other officials of fair organizations experience in their regular ıess occupations. These are problems of finance, advertising, arrange-, housing, committees, awards, records, handling the public, organiza- etc.

iciency is the key-note of the day. The organization, like the individual, be "on the job." Things must not only be done expediently, but they must be done efficiently. "We live in an age of steam engines and electricity; efore, we must work like a steam engine and think like lightning." Many ests have come to the Extension Service for suggestions pertaining to the ent organization and management of fairs. While it is impossible to pre- one publication that will fit all localities and all conditions, this bulletin been written to answer these inquiries in a general way. It is based on ıl study of field conditions.

Some General Problems

ery fair organization has some general problems with which to contend. of these, and probably the most troublesome, is the selection of the secre- of the fair. It is no exaggeration to say that the secretary "is the fair." him rests the responsibility of making the fair a success. The type of selected for this important position has a great deal to do with the ate outcome and with the permanency of the fair as an educational ution.

e type of organization will affect the attitude of the farmers and patrons rd the fair. Unfortunately, jealousies sometimes arise among individuals committees which have a disheartening effect upon the fair. Boycotting r, because of its type of organization, hurts both the fair and the com- ty. Perfecting a type of organization which will be pleasing to all nds tact, patience, and skilled organization ability.

suading people to do some work outside of their own lines of endeavor trenuous undertaking. Public service is work of this type. The greater umber of folks taking an active part in the coöperative direction and

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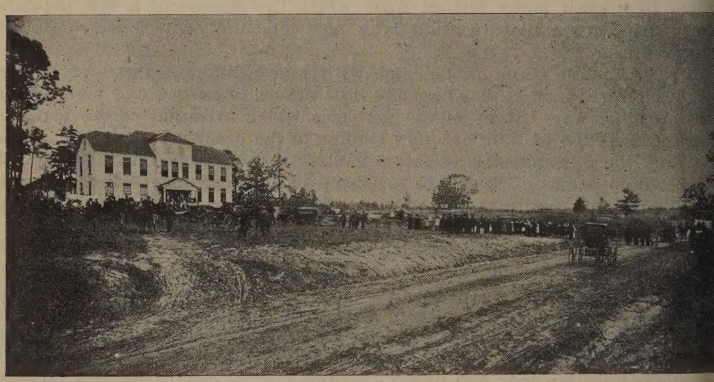
lletin No. 243—Composite Premium List and Judges' Score Cards.—S. G. Rubinow.
rcular No. 69—Fairs and Their Educational Value.—S. G. Rubinow.

management of a fair, the larger the real success of that fair. Fairs, li schools and colleges, are public assets. Every one in a community should fe a sense of ownership in the fair, just as one does in the school. The tactf and diplomatic appointment of committees and subcommittees, to handle the general problems, is a part of the management's responsible duties.

Desirable Location

The question of where the fair site should be located is a very importa one. The location should be as desirable as possible from every viewpoint. should be as an attractive a location as possible. Trees, grass, drainag accessibility, good roads, and esthetic appearance should all be taken in consideration. The more attractive the location the greater its drawi power.



Courtesy Roy Thomas, Durham, N. C.

Fig. 1—A good community site—Community Fair at the Bahama Farm Life School.

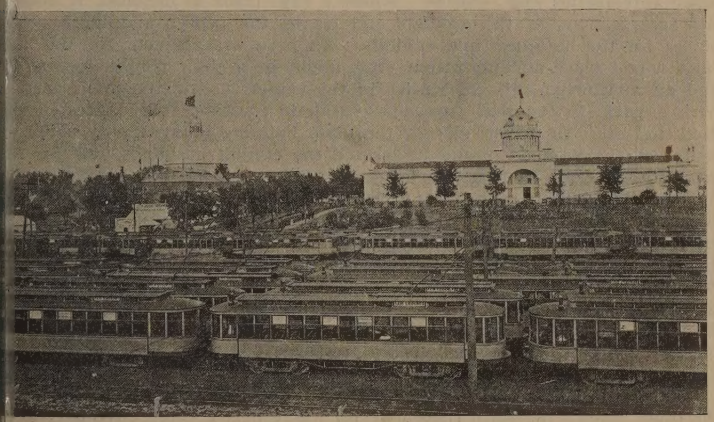
For the smaller fairs, such as the community and township fairs, a go school site makes a desirable location. Usually, the clearing next to the scho building can be used nicely. When two or three schools are bidding for t same fair, the most attractive site should be given first consideration. Th may prove a stimulus for the other schools for the following year.

In the case of the larger fairs, such as the county, district, and state typ accessibility to towns or cities is a very important factor. Not only shou the location of the grounds be made with reference to their attractiveness, b also with reference to the comfort of the patrons and the feasibility with whi the fair grounds can be reached. The distance from city or town should n be too great. Location on a trolley line is desirable, although the operation the automobile bus, at the present time, does not make this so absolute necessary.

Except in the case of the one-day, small community fairs, which often ha a very large attendance, it is a mistake to try to locate the larger fairs ne towns that cannot provide adequate hotel accommodations for the visito and enough public patronage in the way of private subscriptions and adverti ing to make the fair financially self-sustaining. The most logical arrangeme for the location of fairs is as follows:

State Fair—at the State Capital.
District Fairs—near the larger cities.
County Fairs—at county seats.
Community Fairs—at school sites.

he so-called "street fairs" are usually held in small country towns. A e, on the main thoroughfare, is rented or appropriated for the occasion the products are displayed there. This type of fair, because of its loca-, is not a popular type in this state, and exists only where suitable or rable grounds are lacking.



Courtesy Ray P. Speer, St. Paul, Minn.

Fig. 2—Handling large crowds at a State Fair.

Size of Grounds

he size of a fair site will depend upon the type of the fair. Ordinarily, the grounds are much larger than they need to be, because of the many acces-es, such as the speedway, or racing course, midways, etc., which are still ched to the larger fairs. In fact, hithertofore, "the amount of land con-red essential for a county fair was determined largely by the size of the dway, which varied from one-third to one mile in length," thus necessitat-a great extension of grounds.

community fair does not own its grounds and usually has access to as h land as it needs. Teams are hitched on neighboring land and automo-s are parked wherever it is convenient. The actual grounds need not ude more than one to two acres. Upon this is located the school building, l for farm products, pantry supplies, and school exhibits. This acreage give plenty of room for picnic dinners, athletic contests and games, pens live-stock and poultry, and a platform and benches for the lectures.

or the county fair, from five to seven acres, exclusive of the speedway, be utilized to advantage. Smaller grounds are easier to finance, arrange keep up. Larger grounds, if unutilized, become ragged and unkempt in earance. Such conditions do not advertise the fair to any advantage; ner they are an injury to the fair. From five to seven acres can ade-tely take care of the buildings, barns, sheds, pens, parking facilities, places musement, athletic grounds, etc. Of course, where a speedway is included eat deal of unutilized land has to be wasted, necessitating a large expense.

Arrangement of Grounds

The arrangement of the grounds should be such that the largest number people will see the farm products, the live-stock, the poultry, the products the kitchen, and the exhibits of the school. These attractions, which make the real and substantial part of the fair, should be given a conspicuous pla on the grounds. They should not be relegated to the poorer and inferior par of the grounds and should not be grouped with concessions, lunch rooms, e

As a usual rule the grounds are constructed in the form of a circle or ov with entrances opposite one another. One entrance admits pedestrians—t other automobiles and vehicles. Where a race track is included, it takes the best sections of the grounds and leaves the poorer and more obscu places for the buildings and exhibits. An ideal arrangement for the larg fairs would place an auditorium (this might be a show ring, a lecture ha and an auditorium, all combined) in the center, facing the main entran with a park, in the rear for games, athletic contests, folk dances, parki facilities, etc. On either side of the main building diametrically across t center of the grounds, would be located the exhibit buildings, one for far products and fruit, the other for home economics products and pantry supplie

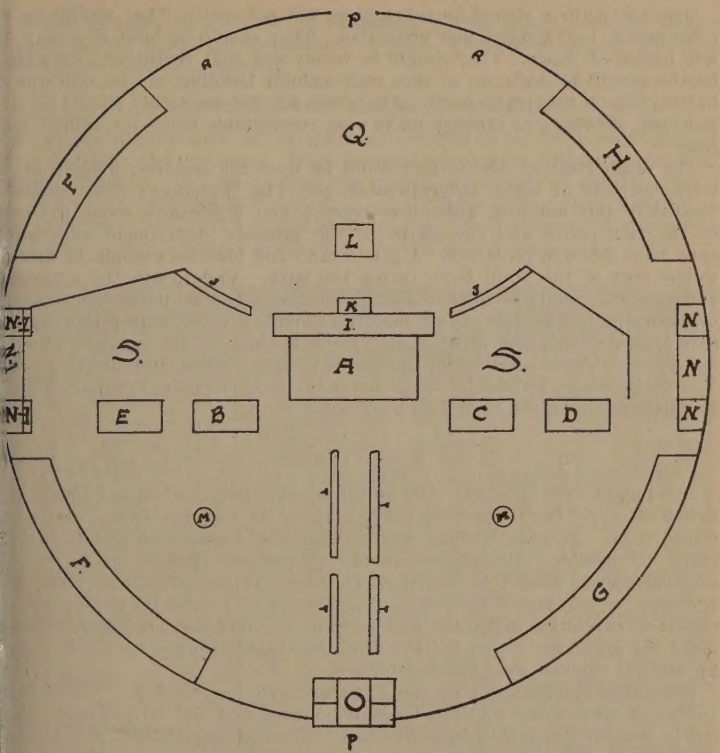
Two other buildings, one for school and arts exhibits and the other f community exhibits (many communities are now exhibiting at county a district fairs) would be constructed on either side of the "Agricultural" a "Home Economics" buildings. They would be designated as the "School" a "Community" buildings. In this arrangement scheme the pens and sheds f the live-stock would follow the contour of the grounds, on both sides of t diameter. Such an arrangement would place the exhibits and the live-sto in the most conspicuous and visible positions, from which other attractio and features could not detract.

Concessions, lunch rooms, rest rooms, etc., could be conveniently located the other side of the main thoroughfare, where people could have easy acce to them. The parking plots would be in the rear on either side of the vehi entrances. Shows, amusement features, etc., could be located on the wi thoroughfare between the exhibit buildings and the park. Waiting rooms a check rooms, near the pedestrians' entrance, would be very convenient. T band stands, around which would be grouped benches, would fit nicely in t centers of the two front parks. Space around these band stands could also used for exhibitional gardens, demonstration plots, with trees, shrubs, etc., planned attractively and harmoniously.

Buildings

The sketch (Fig. 3) which is shown on the opposite page, illustrates description of the arrangement of the grounds. The buildings which included are as follows:

1. Main Hall or Auditorium.
2. Agricultural Building.
3. Home Economics Building.
4. School and Arts Building.
5. Community Building.
6. Pens and Sheds for Live-stock and Poultry.
7. Judges' Stand.
8. Performers' Stand.
9. Waiting Rooms and Check Rooms.
10. Band Stands.



Courtesy of J. F. Hatch, Raleigh, N. C.

Fig. 3.

A. Main Hall or Auditorium.
B. Agricultural Building.
C. Home Economics Building.
D. School and Arts Building.
E. Community Building.
F. Pens and Sheds for Livestock.
G. Pens for Poultry.
H. Sheds for Farm Machinery.
I. Grandstand.
J. Bleachers.
K. Judges' Stand.
L. Performers' Stand.
M. Band Stand.
N. Men's Toilets.
N 1. Women's Toilets.
O. Waiting Rooms and Check Rooms.
P. Entrances.
Q. Parade Grounds.
R. Parking for Automobiles.
S. Attractions, Concessions, etc.
T. Demonstration Plots, etc.

These structures should be substantial, but not costly. They should be we constructed, well lighted, and attractive. They should be built in a way tha will utilize all space. They should be roomy and well ventilated. Exhibitor booths should be built in, so that each exhibit building can be uniform an harmonious in its arrangement. The aisles for the spectators should be wid Sawdust, shavings, or tanbark make very comfortable floors for exhibit buil ings.

The Main Hall or Auditorium could be used for lectures, display of an mals, concerts at night, entertainment, etc. The Secretary's office should b located in this building, also an emergency and physician's room, the offic of the fair police and custodians of the grounds, department superinten ents' room, storage room, etc. A grandstand and bleachers would be attache to the rear of the Main Hall, facing the park. Underneath the grandstan and bleachers would be the rest rooms, concession booths, lunch rooms, vario organization booths, etc. Every building should be wired with a thorough an safe system of lighting, which could extend throughout the grounds, along th main thoroughfares, following the general shape and lay-out of the ground The main offices should be connected with the telephone system. Fire e tinguishing apparatus should be provided.

Public Comfort

The public likes comfort. The public should have comfort. A public inst tution like the fair should do everything in its power to make its patro comfortable. It goes without saying that the grounds should be kept clean as possible. Receptacles should be provided for all waste materi and custodians should be employed to keep the grounds clean. The gre problems of sanitation and cleanliness cannot be taught by the models an charts on exhibition, when the premises are unkempt and unsightly. Prompt after the gates are closed for the day, the entire grounds should be clean up and all rubbish collected and burned.

The public appreciates good water, particularly so, at a fair. "An abunda supply of wholesome water is most important, and the fair grounds shou not be located where this cannot be had." The fair management should insta drinking fountains, providing water in the most sanitary and hygienic wa Along the walks, between the buildings, and in the rest rooms, the install tion of sanitary drinking fountains would be a great factor in insuring th success of the fair. Frequently, this is overlooked and the public either do without, or the patrons purchase cheap drinks from the concession boot and in the lunch rooms.

The public appreciates protection against lawlessness and harm, sometim present in large gatherings. The public likes to feel secure in person and possession. Regardless of the closeness of scrutiny, rough characters alwa manage to be present upon all occasions. Sometimes exhibitors' articles a taken. Sometimes persons are robbed. The fair management should mainta a competent and well instructed police force and a force of guards. Eve effort should be made to insure a clean fair.

Unquestionably, the sanitary disposal of sewage is most important. Ov looking this part of the public comfort problem, is endangering the very li of the locality in which the fair is held. Adequate and efficient disposal sewage, on the army cantonment plan, may be easily introduced on eve fair ground. "See to it that there are decent sanitary toilet facilites. La of these is a shortcoming of many fairs." A filthy, unsanitary condition the disposal of sewage is nauseating. The State Board of Health will co demn unsanitary fairs. And it should. At the same time, the State Boa

Health, through its Division of Engineering, will gladly send plans and cifications for installing inexpensive, modern methods of sewage disposal.)lic health must be protected.

Distinction Between Exhibits and Entries

'he proper arrangement of exhibits and entries calls for a good deal of eful thinking and planning. Poor arrangements cause dissatisfaction and mote confusion. Spectators lose the educational value of exhibits, when y are poorly or confusedly arranged, and judges find it very difficult to ge improperly arranged and classified entries. The management of the fair uld draw a *sharp line of distinction* between an exhibit and an entry.

Courtesy F. Lamson-Scribner, Washington, D. C.

Fig. 4—An attractive grain exhibit—interesting and educational.

n exhibit is not usually competitive, entries are. An exhibit should not entered upon the entry books or judges' books—entries should be very fully recorded in both the entry book and judges' book. An exhibit con- s of material, which is arranged in as artistic, educational and exhibi- al manner as possible, and is designed to attract attention, to make an active display and to act as a background for entries.

ntries, on the other hand, are products which are in competition with another, are arranged in as simple a manner as possible, are classified, ed and handled by judges. Exhibits are not disturbed from their original tion. Exhibits may be placed by schools, colleges, experiment stations, e departments of agriculture, health, insurance, education, etc., farms, munities, commercial and manufacturing organizations and individuals. ries are regulated by the scope of the premium list or fair catalogue.

Arrangement of Exhibits and Entries

The arrangement of exhibits will depend upon the originality of th exhibitor, the material with which he has to work and the space allotte to him. It goes without saying that exhibits should be as attractive a possible and should be highly decorated. Flowers, bunting, flags, placard explanation charts, etc., may be used very strikingly and advantageousl in the preparation of exhibits. Models may be used nicely as the basis fo exhibits.

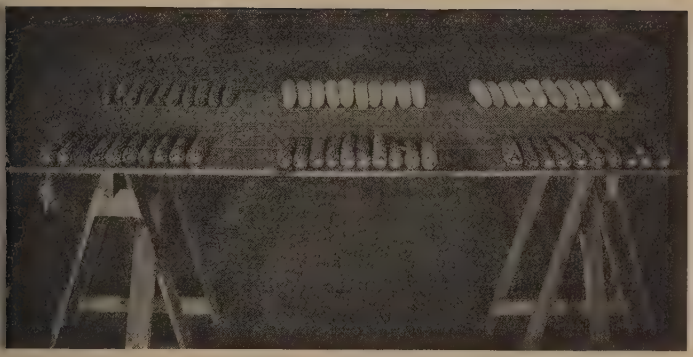
All things being equal, the simplest arrangement is the best for entrie The method of arrangement will depend upon the products shown. Plent of room and plenty of light are very important. Entries should not b crowded. Entries should never be put up in exhibitional style. Entries i different classes should never be mixed. They should always be kept separat

Courtesy P. C. Taft, Ames, Iowa.

Fig. 5—An excellent exhibit of corn, neatly arranged.

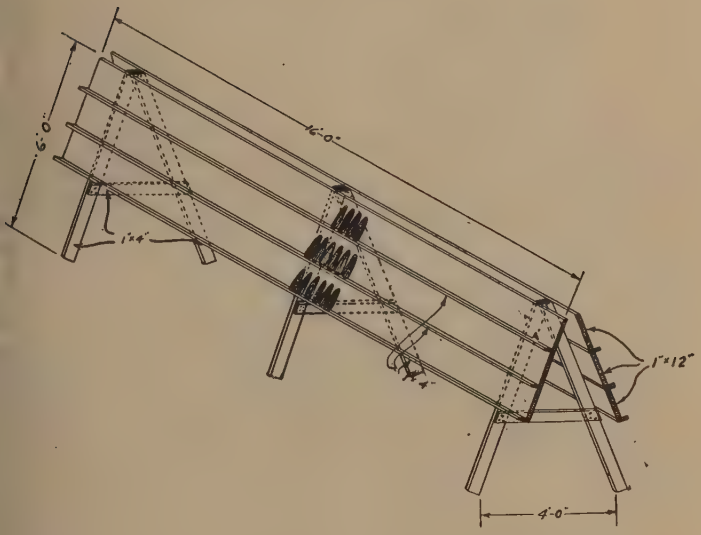
For example, corn should be placed by itself and the different classes of co should be kept separate. The same should be true for fruit, potatoes, veg tables, grain, pantry supplies, stock, poultry, etc.

Tables made of planks can be used for corn, grains, fruits and vegetable Racks can be also used for corn, especially when only a small amount space is available. For canned goods, a stand in the form of a pyrami with a series of shelves, may be constructed. A pantry closet or cupboar can be used for pantry supplies, such as bread, cake, etc. Pens, sheds ar stables are used for stock and poultry. Machinery and implements a usually shown in sheds, protected by canvas or other covering in case rain. The accompanying photographs show the various methods used arranging entries. Fig. 5 shows an excellent exhibit of corn laid out on goo tables. Fig. 6 shows a good style of tables with samples ready for judgin Fig. 7 shows the detailed construction of a rack for displaying corn entrie Fig. 9 shows a booth with cupboard and pyramid stand for pantry supplie and canned goods.



Courtesy P. C. Taft, Ames, Iowa.

Fig. 6—A good style of table with samples ready for judging.



Courtesy P. C. Taft, Ames, Iowa.

Fig 7—How a corn rack should be constructed.

Recording the Entries

In the successful management of a fair, small or large, there is nothi more essential than an accurate, simple and convenient system of recordi entries. "*One* mistake or confused entry will often make several exhibito dissatisfied." The management of a fair cannot afford to be unbusinesslil in the handling of its books. Entries must be properly, speedily, accurate recorded, so that department superintendents will have no difficulty in arran ing entries by proper classification, and official judges will have no trouble making their awards.

Two sets of books are generally used in recording entries at the larg fairs. While this arrangement calls for some clerical help, yet it is the be most systematic and safest method, preventing mistakes and confusion. O set of books is known as the Secretary's Entry Books; the other set is call the Judges' Books. Each set of books is divided into departments to corr spond with the classification in the catalogue or premium list.

The following classification is suggested for county, district and Sta fairs:

Department A—Farm and Field Crops.
B—Horticultural Products.
(Vegetables, Fruits, Flowers.)
C—Home Economics Products.
(Canned Goods, Pantry Supplies, etc.)
D—Live Stock and Livestock Products.)
E—School Products.
F—Fine Arts.
G—Textiles.
(Fancy Work, Garments, etc.)
H—Relics.
I—Miscellaneous.

This classification should be further sub-divided into classes. Thus, f example, Department A should have Class 1 for corn, Class 2 for wheat, Cla 3 for oats, etc. In a similar way, each department should be divided in classes. Each class will then be composed of the premium numbers maki up the catalogue or premium list. When the competitor, or exhibtor, com to the fair, or sends his entry blank, he has his entries recorded by the secr tary and his departmental superintendents, in the Secretary's Entry Boo The records are then transferred to the Judges' Book. The Entry Boo and the Judges' Books should be similarly classified.

There are a number of different types of Entry Books and Judges' Boo on the market, but the principle underlying them is the same same. The books are indexed alphabetically and one book is used for every departme A section of a page in an Entry Book appears as follows:

Exhibitor's Number	Name	Address	Dept.	Class	Entries Per Numbers in Premium List		
14	S. Jones	Cary	A	2	19 23 46	21 29 40	22 40
15	T. W. Smith	Raleigh	A	3	65 110 119	66 112 121	67 115 126

section of a page from the Judges' Book would appear correspondingly ollows:

ium Number	Dept.	Class	Exhibitor's Numbers Entered						1st	2d	3d	4th	5th
19	A	2	14	19	20	60	101		60	14	101		
20	A	2											
21	A	2	14	22	23				23	22	14		

hen the judges receive the Judges' Books, they immediately compare ntries with the entry numbers entered for the various premium numbers. l of the entries are present, they proceed to judge and place their awards dicated in the accompanying section of a page.

r the smaller fairs, a simpler, home-made method can be used. The s in two ordinary copy books can be ruled, one for the Entry Book the other for the Judges' Book. A number of pages can be devoted to department as in the classification for the larger fairs. Thus:

SECTION FROM ENTRY BOOK

tment A — Farm and Field Crops — Page 1

ium Number	Name	Address	Entry No.
1	S. C. Smith	Raleigh, R1	1
8	F. S. Jones	Raleigh, R2	2
1	F. S. Jones	Raleigh, R2	3
2	T. F. Brown	Raleigh, R3	4
1	G. R. Smith	Raleigh, R4	5

SECTION FROM JUDGE'S BOOK

ment A — Farm and Field Crops — Page 1

um Number	Exhibitor's Numbers Entered				1st	2d	3d
1	1	3	5		3	1	5
2	4				4		
8	2				2		

Entry Tags

Entry tags should correspond to the Secretary's Entry Books and Judg Books. The simpler the tag, the better. "They should be small so as not detract from the entries or interfere with the judging." They should be m of strong paper or cardboard, so that they will not tear easily. They sho be fastened very securely to the entries, either with string or light w The following diagram of an entry tag is applicable to the larger fairs:

me tags have been recently used as a modification of the above sample, nged in such a way as to include the name of the exhibitor and his ess. The exhibitor's name and address are concealed under a flap, h is glued to the tag and after the judges have made their awards this is removed. The name of the exhibitor and his address on the tag may itate in selling the product by advertising its ownership.
r the smaller community fairs a home-made tag can be used nicely. following design illustrates this tag:

JUDGES AND JUDGING

who have had any experience with the management and direction of agree that expert judges should be used upon every occasion. Unin-d and incompetent judges will work more injury to the fair associa-nd to fair work in general, than the incorrect handling of almost any phase of fair management. Poor and unsatisfactory judging will pro-bitter feeling, factions, distrust on the part of the patrons in the man-ent of the fair, which will ultimately result in the death of the fair.
npetent and experienced judges not only judge, but explain. This is vhat difficult to do at the larger fairs, but is a valuable part of the am at the smaller fairs. In North Carolina, under the coöperative gement with which the agricultural institutions work with the fairs, rs are provided from departments and divisions for judging, conduct-ontests and giving demonstrations. This has proven very satisfactory. ear a school for fair judges was organized and conducted as a part of the l Farm Demonstration Agents' Meeting. This school will be repeated time to time. This year, the fairs have been brought into closer contact the agricultural institutions, by an arrangement that permits Farm ome Demonstration Agents to train and provide competent, experienced ell informed local judges.

It is difficult to say dogmatically just what day is the best for judg
In most instances fair managements prefer to have the judging done on
first day, as soon as the entries are closed. This gives the judges an op
tunity to pass upon the products, while they are in the best condition,
before they have been exposed to handling by persons who will not c
rules and regulations.

When the judging is going on, the superintendents of the various dep
ments and their assistants, should accompany the judges, entering the awa
on the Judges' Books and placing the ribbons. The superintendents sh
aid the judges in every possible way, by keeping the public away w
necessary, by transporting products and by arranging entries properly. W
the judging has been finished and all of the awards have been made,
judges should sign their names, and the date of their judging, in the Jud
Books, authenticating their decisions.

Use of Ribbons

Ribbons are used to designate prize-winning entries, in a way that
general public will readily recognize. Any scheme of colors may be u
but the best scheme is the most uniform one, which is employed by the
every year, so that the patrons and competitors can get accustomed t
The Iowa Corn and Small Grain Growers' Association has adopted
following color scheme, which is applicable to all fairs:

1st—Dark Blue.	6th—Maroon.
2d—Red.	7th—Lilac.
3d—White.	8th—Nile Green.
4th—Pink.	9th—Yellow.
5th—Brown.	10th—Light Blue.

Sweepstakes—Royal Purple.

Printing the name of the fair, the date or dates upon which it is held,
what the ribbon signifies, upon the ribbon, will enhance its value to the ow
Ordinarily, this is not done because it is too costly, but wherever it ca
done, it is worth while.

Types of Premiums

Many things are used for premiums at fairs. The most common typ
premium is a cash payment. While many fairs, particularly the smaller
offer no cash premiums, most fair managements find it necessary to place
valuations upon their entries, in order to attract competitors and exhibi
Other premiums, however, in addition to cash payments, are also accept
to most exhibitors. P. C. Taft, in Extension Bulletin No. 16 of the I
Agricultural College, makes the following classification of suitable art
for premiums:

1. Money.	6. Seed Grains.
2. Farm Machinery.	7. Books (Periodicals).
3. Merchandise.	8. Scholarships.
4. Live Stock.	9. Educational Trips.
5. Trophies.	10. Medals.

Premiums of this character are secured from schools and colleges,
which the fairs coöperate, from merchants, bankers, agricultural jour
railroads, commercial organizations, etc. Almost every organization w

with the farmer and with agricultural development, is interested in
In return for these donations, "donors usually expect and are entitled
ceive some kind of advertising and publicity."
emiums should be standardized. They should never be freakish. Pre-
is should be offered on those articles that can be grown successfully and
ably in the community. Special premiums should be offered on those
icts that need special development. Utility should always be con-
ed in making up a premium list. This year, the North Carolina State

Courtesy E. H. Anderson, Greensboro, N. C.

Fig. 8—A County Agent wearing ribbons won by his Pig Club members.

tment of Agriculture has published a Composite Premium List and
s' Score Cards Bulletin, Number 243, which offers the fairs a standard-
program of premiums in field and farm crops, horticultural products,
economics products, live stock and livestock products.

The Fair Catalogue

the organization and management of a fair, there is perhaps no phase
work, that demands such careful planning and such close coöperation
the association itself and the community in which the fair is held, as
reparation and publication of the premium list or fair catalogue. The
attractive the premium list, the more effective it will be in soliciting

entries and exhibits. The catalogue or premium list is the product of secretary's initiative and originality. If it is planned poorly and ineffectiv it will prevent the fair from being a success. If it does not truly repres the best interests of the community in an agricultural way, it will not successful in bringing to the fair the best and most desirable products of farm and home.

The type of premium list or catalogue, particularly as to the characte its entries, will vary considerably with the locality, in which the fair is h While no staid rules and regulations can be laid down concerning the pre ation of premium lists, the following suggestions should be of some ben to fair secretaries:

1. The catalogue or premium list should be as attractive as possible.
2. It should not be too bulky.
3. It should be arranged so carefully and so uniformly, that no one have any trouble understanding and following it.
4. It should contain some attractive cuts of local interest.
5. It should not be the same, year in and year out.
6. It should include score cards, showing how products should be jud
7. It should advertise the community.
8. It should advertise liberally the donors of premiums and funds.
9. It should contain a special department for boys and girls.
10. It should feature an interesting, applicable, neat design on its c page.
11. It should be of convenient size, not too large to be carried convenie in a pocket.
12. The names and addresses of the officers, boards of directors, com tees, superintendents and judges should appear on the first few pages.
13. There should be an announcement of the purposes of the fair, spe features, special days, program, etc.
14. There should be some "general information" for the public, cove opening and closing hours, admissions, concessions, fees, provisions for te parking facilities for automobiles, places for picnics, directions for fin buildings and offices, etc.

Special Days

Many of the large fairs are now designating some of their days as sp days, in order to attract greater attention, larger attendance and and better exhibits and entries. This method has been worked very cessfully in many places. The name and purpose of any special day depend largely upon the character of the community, in which the fair is and the ingenuity of the secretary and his organization in design special days.

"Live Stock Day." "Boys' and Girls' Day," "*Smith* Community Day," "H Coming Day," "Farm Women's Day." "Lodge Day," "Rotary Club I etc., is the manner in which some of these special days are designated.

Advertising

Fairs must advertise. The value of judicious advertising is know every one. An institution that deals with the public must advertise. cannot prosper without advertising. "Plan everything to perfection," s W. L. Nelson, Assistant Secretary of the Missouri State Board of Agricu and a leading figure in fair work for many years, "but neglect the adver and it will be luck if fair week doesn't show a loss." Publicity is the gr modern agency for placing anything before the public. The most experi

successful fair secretaries know the value of advertising and publicity. know that the fair which saves on its advertising and publicity will save in the long run.

ere are a number of well-defined methods for advertising a fair. Some ese can be handled without any expense to the fair association. An out- of such methods is herewith suggested:

Large Signs—hung about through the city or town.
Large Posters—distributed in the rural districts—nailed to trees and telephone poles, etc.
Window Cards—for merchants' windows.
Street Car Cards—wherever applicable.
Post Cards—distributed to general patrons for mailing.
News Items—local press—timely and applicable.
Premium List—local press—published in sections.
"Personal Column"—local press.
Pamphlets—for general distribution.
Letters—circular and form—general distribution.
Meetings—general.
Advance Premium Lists—early in the season.
Hand Bills—general distribution.
Contests—schools—delegates, etc.
Display Ads.—regular advertising—press.

Desirable Concessions

e management of a fair should exercise the greatest amount of caution discretion in granting concessions. No concessions should be granted to duals or organizations, whose business and conduct cannot bear the t scrutiny and inspection. Concessions are usually sold to lunch rooms, rants, advertising and selling organizations, amusement features, etc., business is legitimate and whose character is such that no one will ion them. Too often, the fair is looked upon as an opportunity for ing, overcharging and degrading the public.

laws of this State do not permit any games of chance or any immoral chaste shows or exhibitions to be operated at any fair. It is a violation laws of this State to sell any intoxicating beverages. No concession e should be allowed where there is the slightest chance for injury to pectator or participant. Bad and undesirable concessions have hurt work very much. The patrons should be protected from fraud, deceit fense. Rules and regulations cannot be made too strict nor enforced too . Violators should be immediately ejected from the grounds and their sions and licenses revoked.

Placing Valuations on Premiums

ther problem that always confronts the secretary, is the question of how quately divide the available funds upon premiums, so that the ultimate t will be representative, uniform and not top-heavy. The best and representative division of funds is based upon a classification of entries ned in the premium list. Such a classification, for average conditions, be as follows:

artment A—Farm and Field Crops (including corn, cotton, tobacco, wheat, oats, rye, soybeans, cowpeas, other legumes, all hays, etc.).

Department B—Horticultural Products (including fruits, vegetables, Iris and sweet potatoes, flowers, etc.).
C—Home Economics Products (including canned product pantry supplies, labor-saving devices, etc.).
D—Live Stock and Livestock Products (including horse mules, beef and dairy cattle, swine, sheep, poultry, dai products, etc.).
E—School Products (including products from the school roo and laboratory).
F—Fine Arts (including china, pottery, paintings, etc.).
G—Textiles (including fancy work, garments, crocheting, etc.
H—Relics.
I—Miscellaneous.

Courtesy J. M. Holland, Gastonia, N. C

Fig. 9—Cupboard and pyramid stand for pantry supplies and canned goods.

Based upon such a classification, the division of funds should be on th kind of basis:

Department A— 30 per cent.
B— 10 per cent. (This would increase for the districts specia izing in fruit or vegetables).
C— 20 per cent.
D— 20 per cent. (This would increase for the districts specia izing in live stock).
E— 5 per cent.
F— 5 per cent.
G— 5 per cent.
H— 3 per cent.
I— 2 per cent.

Total------ 100 per cent.

is division of funds places the larger share in Department A. It gives greatest weight to such staple crops as corn, cotton, wheat, etc. Live k should be encouraged and so should the canning and preserving of s and vegetables. These divisions, therefore, should share liberally in the s. Horticultural products are specialized crops, and of course, should be hasized proportionately wherever they are grown, especially in commer- regions. This division is only suggestive and not dogmatic. Special iums may be included which would change the suggested basis. Judg- contests in various lines of work are also very valuable and should be orted by premium valuations.

How Fairs Are Financed

ie financing of a fair is usually based upon these sources—entry fees, issions, concessions, rentals, private subscriptions in the form of mem- hips, donations, etc., and State aid. In North Carolina the State aid is twofold character. The State Fair receives from the State Treasury)0 annually. County fairs, meeting certain rules and regulations, receive annually from the State Treasury. In addition, the State Department griculture assists generously by appropriating $25 for each community, for each county fair, $150 for each district fair and $250 for the State . This money is used for premiums and prizes and is governed by strict s and regulations. (See North Carolina Department of Agriculture Bul- No. 243, April, 1918.)

iarged against these receipts are the expenditures for the salary of the etary, salaries for other employees, improvements, additions, premiums entertainment, supplies, maintenance of grounds, correspondence, etc. smaller fairs do not pay their officers; the larger county fairs usually oy a part-time secretary on part-time basis. The State Fair employs ll-time secretary and usually has other officers on a salaried basis.

Auditing the Books

ie fair is a public institution. Its officers are accountable to the public. public, therefore, has a right to know the definite financial standing of fair. Like every modern business institution, every fair association or nization should have its books audited and the auditor's statement should ublished in the local press. Three representative citizens, not on the d of Directors of the organization, should be appointed as an auditing nittee, and should examine the books of the organization. In a similar ner, publishing the names of premium winners and the amounts won, ulates competition and advertises the fair to advantage.

The Organization of a Fair

handle all of the things we have outlined in this and other publications, to do it thoroughly and efficiently, requires a strong organization and rong secretary. Without a strong organization, a fair cannot thrive. As rganization, the fair association should include in its officers, its board rectors, and in its membership, the most representative, successful, active wide-awake citizens of the community.

ie officers of the organization should include a president, vice-president, etary and treasurer. There should be a board of directors and an execu- committee chosen from the board of directors. The smaller fairs can vest office of secretary-treasurer into one position. The larger fairs sometimes

add a publicity director, or agent, to their other officers. A large, active me bership is urgently needed and desired. All of the officers should be active a not honorary in any sense of the word. It takes work to organize and mana a fair. Every fair needs an organization of workers.

Each department of the fair should be in charge of a superintendent a a corps of assistants. These superintendents should be experts in their li They should know how to handle exhibits, how to record the entries, how assist judges, etc. It is usually customary for all officers, with the excepti of the secretary, to serve without pay.

For the smaller fairs, there is no need of incorporating their fair orga zations. The smaller fair associations are usually backed up by a stro farmers' club or farm community organization. In many instances the f organization is centralized around the school. The stronger such associatio are, and the more permanent they become, the more helpful they will be the fair. The same organization that operates a coöperative creamery, manages a truck exchange, or directs a cheese factory, or finances a ru credit union, is the one that should charge itself with the responsibility managing a fair.

The larger fairs, however, should be organized as County Agricultu Societies and should be chartered under the laws of the State. They sho be county-wide in every sense and should not be *private* enterprises. Th officers should be elected every year by the vote of members. These fa should be organized on the one-man-one-vote plan; every stockholder a member, and the list should be as large as possible, should have an eq vote in the management of the fair, regardless of the amount of stock own

Special Committees

Special committees, in addition to the executive committee, are invalua for two reasons. In the first place, managing a fair in all of its deta is more than one person can adequately and successfully handle. In t second place, all things being equal, the more people interested in the direct of a fair, the greater the success of the fair. He is a wise secretary, w surrounds himself with many special committees, composed of energe wide-awake workers, willing to assist in the supervision and glad to assu responsibility for carrying out the work intrusted to them. This assista gives the secretary time for planning and general supervision.

The larger the fair, the greater the number of committees. Every f organization, however, should include the standard committees, each hea by a chairman, to work with the secretary. These committees should appointed early in the year, in order to give them plenty of opportun to do their work. The following list of committees is suggested. Memb ship in these committees should range from three to five persons:

1. Premium Committee.
2. Finance Committee.
3. Program Committee.
4. Grounds Committee.
5. Reception Committee.
6. School Committee.
7. Entertainment Committee.
8. Contest Committee.
9. Young People's Exhibits Committ
10. Concessions Committee.
11. Entries and Exhibits Committee.
12. Membership Committee.

Qualifications of the Secretary

an earlier paragraph we said that "the Secretary is the Fair." By we mean that he is the guiding spirit and the directing hand of the fair. e is anxious to build up the agricultural and live stock features of the he can do so. If there is gambling and fraud on the fair grounds, it is lly because he allows it. If the fair is a success, it is due to his efforts. fails, it is because he did not organize it properly. Managing a fair is ge undertaking. It requires a personality of big caliber. The secretary fair should have certain qualifications.

He should be agriculturally informed.
He should be a strong executive and administrator.
He should be strict, yet fair.
He should be a natural organizer.
He should have the faculty of pleasing people—should know how to handle people.
He should be dynamic in his energy—should know how to "hustle."
He should have clerical ability—should be systematic.
He should know how to use the channels of publicity.
He should be a "good mixer."
He should be honest, clean-cut, square.

Courtesy A. E. Browne, Syracuse, N. Y.

Fig. 10—The kind of stock that fairs produce.

Some Rules and Regulations

ıe fair, to run smoothly, must have a governor. This governor is the s and Regulations.' The more carefully the 'rules' are worked out, the her the fair will run. The 'rules and regulations' should contain pro- s covering, as far as possible, all exigencies. They may be divided into s; general rules governing all departments of the fair; special rules for department. It is best to have the general rules printed immediately ring 'General Information,' and leave the special rules to head the um lists of the respective departments.

ıles governing the arrangement and supervision of exhibits by superin- ıts, time of entry and placing of exhibits, entry fees, removal of exhibits,

entry tags, special prizes, and the like, are classed as 'general.' Instructi
defining a plate of fruit, encouraging special breeds of poultry, requir
registration of pure-bred animals, limiting the size of a sheaf of wheat,
'special' rules, to be placed in the premium list under the departments
Fruit, Poultry, Live Stock and Farm Crops, respectively.

"The smallest details of all rules should receive careful attention.
making fair regulations, nothing should be left for the exhibitors to 'take
granted.' These are just the matters that often cause misunderstandi
and hard feelings, and have destroyed the confidence and patronage of m
a good exhibitor. Make the rules as concise and complete as possible."

1. All entries should be closed, absolutely and definitely, at the t
advertised.

2. No first premiums should be awarded when there is no competition, un
the article is of unusual merit.

3. Exhibits and entries should be placed at a certain time, as definit
advertised, and all boxes, paper, wrapping, etc., must be removed prior
that time.

4. Exhibitors and competitors should be prohibited from removing any
their exhibits or entries until the close of the fair.

5. Exhibits and entries should be protected by railings from damage. O
officers and judges should be allowed behind these railings.

6. In none but the live stock classes should duplicate entries be recei
Animals may compete for prizes as singles and again as parts of groups.

7. The exhibit or entry must be the product of the exhibitor or comp
tor and should have been grown, produced or made by the exhibitor or c
petitor.

8. The exhibitor or competitor should not in any way interfere with
judge while the awards are being made. Neither should he act disco
teously to the judge, under penalty of forfeiting premium or exclusion fr
competition.

9. No duplicate samples should be taken from the same field, bin, c
churn, etc., to be shown by different people as their respective products.

10. Attempts to deceive or obtain an award by misrepresentation shall s
ject exhibitor to forfeit all prizes and premiums.

11. The management should reserve the right to make any necess
changes in the premium list and to interpret all questions that might ar

12. Officers should guarantee that all articles offered for exhibition
be competently protected, and returned to the owner with as little dam
as possible.

13. Judges should exercise care and discretion when judging, in order
damage as little as possible the articles they handle.

14. All premiums that are offered, should be paid, if competed for and w